



# Chesterfield County, Virginia

continues to recruit for the position of

## Director of Community Enhancement

*A great place to*  
**live**



**work**



*play*



*and learn*





## Living, Learning, Working and Playing in Chesterfield County

### Strategic Location

Chesterfield County is ideally located in the mid-Atlantic region of the United States. This strategic location on the eastern seaboard is a valuable asset. It puts local businesses halfway between the markets of the north and south, within a one-day commute of 50 percent of the U.S. population, 65 percent of the nation's manufacturing operations and 60 percent of the corporate headquarters in the country.



Chesterfield County is part of the Richmond/Petersburg Metropolitan Statistical Area and is bounded by the cities of Richmond, Petersburg, Hopewell and Colonial Heights. Situated between the James and Appomattox rivers, Chesterfield's land area totals 446 square miles and consists of a pleasant mix of suburban communities that are within a two-hour drive of Virginia beaches, the Blue Ridge Parkway and Washington, D.C.

Chesterfield County is the largest locality in the Richmond/Petersburg MSA and the fourth largest county in Virginia. Growth is expected to continue in Chesterfield that will result in a projected increase of more than 75,000 persons by 2040. As of January 1, 2017, the county had approximately 340,000 residents. About 69 percent of the population is White, 23 percent is Black or African American, 8 percent is Hispanic or Latino, 3 percent is Asian, 3 percent is classified as "two or more races" and 2 percent is classified as "some other race." The median age of a county resident is 38 years.

Chesterfield's climate provides generally mild winters and warm, humid summers. An average year provides 206 clear days and 114 days of precipitation (including 10 inches of snow). January has an average temperature of 27 degrees and July has an average temperature of 89 degrees.

### Safety and Security

Public safety is a top priority for Chesterfield. Police, Fire & EMS, Sheriff and the Emergency Communications Center work in partnership to provide a safe and secure community, which preserves the highest quality of life for our residents. Chesterfield County is also proud of its progressive juvenile justice system, which works in conjunction with the criminal justice system, to help ensure public safety while supporting rehabilitation.

Chesterfield is devoted to ensuring the safety and security of the community through prevention, readiness and professional response, which require appropriate public safety staffing levels. The 2017 public safety workforce statistics include:

- Police department has 607 full-time employees
- Fire & EMS department has 500 full-time employees
- Sheriff's Office has 261 full-time employees
- Emergency Communications Center has 78 full-time employees

The county's public safety workforce is among the best in the nation. Recruitment and retention of quality public safety professionals is an ongoing priority.

### Educational Excellence

Education is another top priority in Chesterfield. The county is responsible for its own public school system under the direction of an elected school board. With more than 59,000 students, it is the largest school system in the area and has established innovative, state-of-the-art programs to challenge all students at all levels.

### Financial Integrity and Stability

Chesterfield County is one of fewer than 35 counties in the nation to hold **AAA ratings from all three major bond rating agencies**. This status reflects exceptional management of financial operations and conservative fiscal policies. The Chesterfield County Utilities Department is one of only a few water and wastewater utilities in the nation to have achieved **AAA ratings on its revenue bonds from the three top rating services**. The highest of bond ratings recognizes the Utilities Department's excellent financial profile, low debt burden, manageable capital plan and affordable rates as the keys to the department's success.

The county holds both the **Award for Distinguished Budget Presentation** and the **Certificate of Achievement for Excellence in Financial Reporting** from the Government Finance Officers Association. The FY2018 budget for the county totals \$1.37 billion, with the two largest components of the budget being the county's general fund (\$742.1 million) and the school fund (\$682.3 million). The county's net assets of approximately \$1.5 billion are distributed throughout the county.

## Accessibility

### Transportation and Commerce

Chesterfield County's road system is a model of efficiency and convenience, with the county's main business corridors providing easy access to I-95, I-295, I-85 and I-64. The interstate and beltway system within the county can handle today's traffic flow without the gridlock experienced in other metro areas. The Chesterfield County Airport is the executive gateway into and out of the Greater Richmond area, and business and personal fliers have long preferred the county's



airport for its convenience and personal attention. Also easily accessible is the Richmond International Airport. Rail services, including CSX and Amtrak, are readily ac-

cessible, no matter where you live or work in the county; and, in addition to deep-water industrial sites within the county, the Ports of Richmond and Virginia are within easy reach.

### Digital Community

Chesterfield placed first on the Digital Counties Survey for the third time in the past six years. The county has been named among the top 10 counties nationwide five times in the past six years. This award recognizes Chesterfield's innovation in the use of technology to proactively address resident needs and expectations. As a digital county, Chesterfield recognizes that technology strengthens and connects the community.



### Leaders in Healthcare

Chesterfield County residents have access to exceptional medical care, with leaders in the healthcare and medical research industry. There are more than 2,000 physicians, 4,000 hospital beds, a trauma center, a major cancer center and a major medical school in the region.

## Caring Community

- With a growing aging population, Chesterfield County recognizes that older adults want to live active and independent lives. The county offers a valuable resource, The Senior Advocate Office, which serves residents ages 60 and older, their family members and caregivers. It also provides information and referral services related to aging, caregiving and disabilities. The county is a collaborative partner working with other organizations to meet the needs of older residents.

- The county has a long-term commitment to reinvesting in its older communities and commercial areas to help maintain the vitality and high quality of life known within Chesterfield County. The school-based revitalization approach targets public investment in older schools, as well as supporting capital and community improvement projects in surrounding areas. In 2013, Chesterfield County voters approved a \$304 million bond referendum to support school facility improvements.
- The county has been recognized as one of the 100 Best Communities for Young People because of its efforts to ensure that young people graduate high school and go on to lead healthy, productive lives. These efforts are advanced through the Communities in Schools mentoring program and the Chesterfield Youth Services Citizen Board, which provides young leaders with the opportunity to have a voice regarding youth related issues by planning programs and offering policy recommendations to the Board of Supervisors.

## Life Long Learning

### County Residents

Chesterfield County Public Library (CCPL) is an award winning 10-branch suburban public library system that annually helps hundreds of thousands of residents transform information into usable knowledge through a hands-on learning approach. This transformative learning experience enables residents of all ages to work with professional staff who provide access to up-to-date material collections in a variety of formats; aid in the use of hands-on, self-service digital resources and networks that allow residents to expand their knowledge base; and assist them in finding and interpreting information. In addition, the county's 10 library branches provide meeting space for hundreds of community organizations every year, and programs and events see over 60,000 attendees. The library also features small business centers, makerspaces, and serves as an important resource in disaster relief and preparedness.

### County Employees

Chesterfield is currently among the leaders of local governments providing in-house development opportunities for 4,256 county government employees and 7,532 schools employees. Investing in the staff's professional development has produced an outstanding workforce that consistently delivers quality services in an efficient manner. Grounded in the county's mission, the Learning & Performance Center provides a wide variety of developmental opportunities to county employees while offering consulting services to enhance organizational effectiveness. Services focus on eight core competencies that enhance career development; reinforce employee performance expectations; drive the business strategy in departments; and encourage continual improvement of services to the residents and other customers of the county.

## Award Winning County

- Chesterfield County received **17 achievement awards from the National Association of Counties (NACo)** in 2017.
- Chesterfield County received **one achievement award from the Virginia Association of Counties (VACo)** in 2017.
- In 2014, Chesterfield County achieved a ranking of **22 on Training Magazine's Top 125** employers in the nation that provide outstanding employee development opportunities.
- In 2012, for the sixth time, Chesterfield County was designated as one of the **100 Best Communities for Young People** by America's Promise-The Alliance for Youth.
- Chesterfield County received the **Diversity All Star Award** from the Greater Richmond Chamber of Commerce and the Richmond Human Resource Management Association in 2006.
- In 2004, Chesterfield County was selected as the **17th Best Place to Live in America** by American City Business Journal.
- Chesterfield County received the **Award for Continuing Excellence (ACE)** in 2004.
- In 1994, the county received the **Gold Medallion Senate Productivity Award**.



## Chesterfield County Government

Chesterfield County provides complete local government services, including public water and sewer utilities, mental health support services, fire and emergency medical services, sheriff and police protection. The county contains no incorporated cities or towns. It is divided into five magisterial districts, each of which is represented by one supervisor elected to serve four years.

These officials form the Board of Supervisors, the legislative body of the county. The Board of Supervisors elects a chairman from its membership for a one-year term. The Board appoints the County Administrator, who serves as the county's chief administrative officer under the board's direction.

The Board of Supervisors is responsible for establishing local public policy, raising local resources for the support of public programs and overseeing the conduct of the county's affairs through its appointed administrative officials. County government, as a political subdivision of the state, also assists in the local implementation of state laws and programs.

## Chesterfield County Board of Supervisors



**Dorothy Jaeckle**  
Chair  
Bermuda District



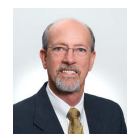
**Leslie Haley**  
Vice-Chair  
Midlothian District



**Christopher Winslow**  
Clover Hill District

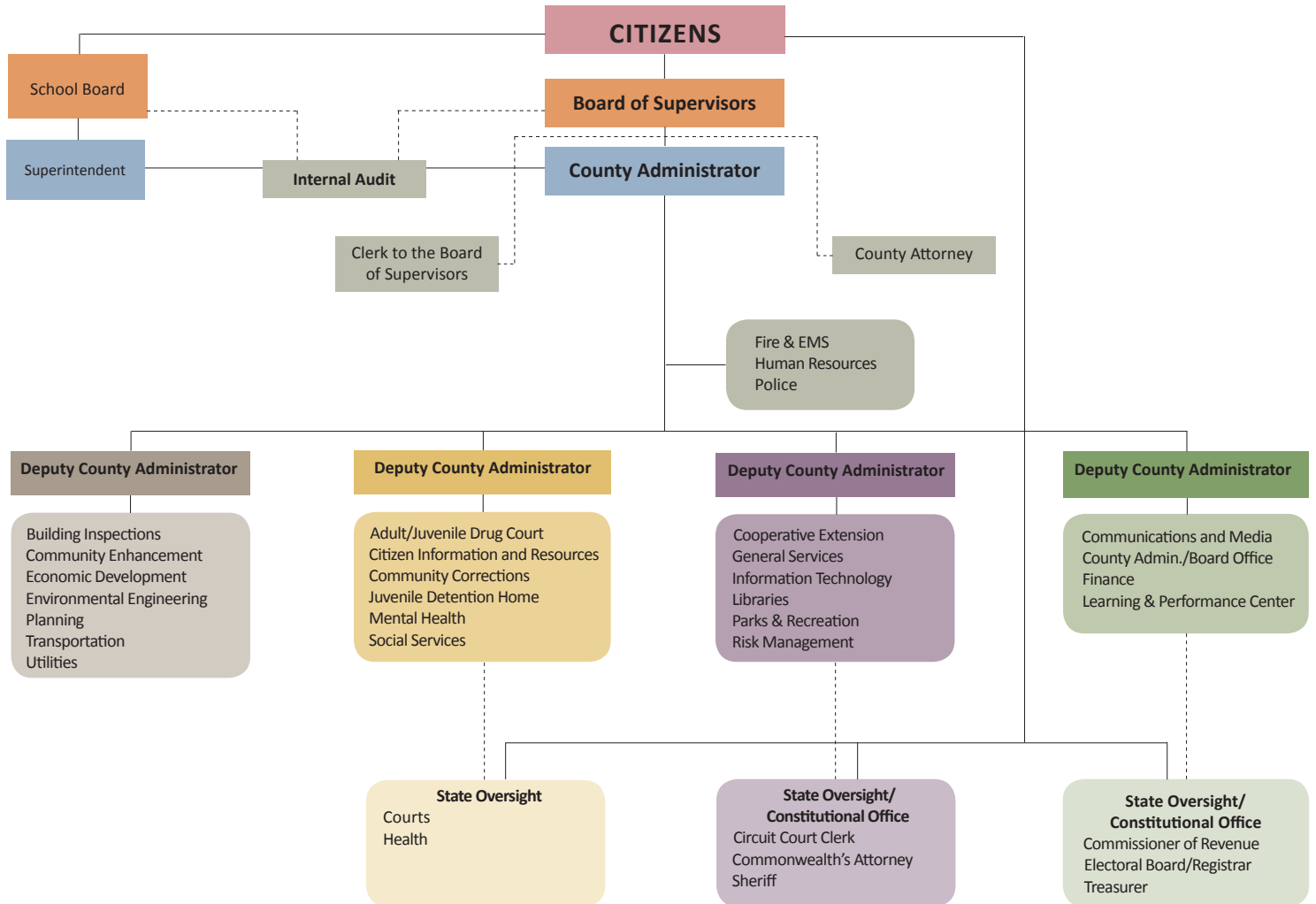


**James "Jim" Holland**  
Dale District



**Steve A. Elswick**  
Matoaca District

## Chesterfield County Organizational Structure



## Chesterfield County Strategic Plan

### Mission

Providing a FIRST CHOICE community through excellence in public service

### Vision

To be an extraordinary and innovative community in which to live, learn, work and play

### Values

Results, Innovation, Service, Ethics



Model for excellence in government



Safety and security



Economic prosperity and educational excellence



Healthy living and well-being



Thriving communities and environmental stewardship



## The Department

The Department of Community Enhancement, established in 2017, has set its mission to enhance, restore and maintain the quality of the county's neighborhoods and business communities through partnerships and coordination of public and private efforts. In support of that mission, Community Enhancement is committed to the care of aging communities countywide, by supporting existing neighborhoods, promoting their vitality through a combination of preservation and revitalization initiatives. The Department brings together dedicated professionals with a wide range of expertise to provide one-stop service for:

- Property maintenance concerns
- Licensing of vehicles, businesses and professionals
- Community development and housing grant programs
- Redevelopment opportunities
- Revitalization initiatives
- Community partnerships
- Anti-litter initiatives

The Community Enhancement department has a total operating budget of \$1.3 million and has a talented and dedicated staff of 23 full-time employees.

## The Position

The Director of Community Enhancement will provide leadership and general oversight to the department. This position will be supervised by the Deputy County Administrator for Community Development and work under the general direction of the Board of Supervisors, Planning Commission and County Administrator. The Director will develop and coordinate a variety of special and continuing redevelopment plans related to economic development, environment, land use and redevelopment of the County. Additionally, the Director will review land development and redevelopment proposals and determine compliance with state and county regulations.

The Director provides administrative leadership to implement goals, objectives, policies, procedures and work standards to meet the department's mission. The Director will consult with citizens, partner agencies and officials of county, state and federal governments to coordinate community enhancement and revitalization initiatives. Also, the Director will engage with homeowners, business and civic groups to achieve desired outcomes.

## The Ideal Candidate

The ideal candidate will focus on redevelopment planning and must demonstrate knowledge and skill in comprehensive land use planning, resource protection and redevelopment. Also, this candidate will be an energetic, collaborative, strategic thinker who can articulate a clear vision for community enhancement and revitalization efforts. The ideal candidate is a professional who is open, honest, has strong moral character, promotes transparency, and has excellent interpersonal and communication skills. The candidate should possess a team-oriented leadership style and welcome the challenge of seeking continuous improvements in organizational efficiency.

The successful candidate will have the ability to develop and maintain positive relationships with a wide variety of internal and external customers and demonstrate a strong customer service philosophy. The successful candidate will also be politically astute with sensitivity and cultural competence in working effectively with diverse communities and stakeholders in highly political environments.

The ideal candidate will have direct experience affecting organizational and community change through leading a highly functional and responsive department. This candidate will have considerable knowledge of the social and economic implications of community revitalization as well as a thorough understanding of community development, enhancement and maintenance concepts that ensure appropriate development and redevelopment that is sustainable and environmentally consistent with Chesterfield's vision.

## Professional Skills and Management Style

- Ability to maintain effective internal and external relationships and communications with the Board of Supervisors, County Administrator, Planning Commission, Board of Zoning Appeals, county departments, external agencies, the development community and homeowners.
- Ability to provide the County Administrator, Board of Supervisors and Planning Commission with comprehensive, useful and timely information regarding programmatic outcomes, alternatives, recommendations, and initiatives.
- Ability to communicate with various constituencies with sensitivity and genuineness.
- Ability to partner and collaborate with multiple groups with competing interests in developing solutions to meet the needs of the county.
- Strong management, effective leadership and fully embrace the county's mission and values.
- Ability to deliver high quality services in an efficient manner.
- Ability to manage with confidence and courage to do what's right, even in the face of adversity.
- Proven record of positive and fair management practices with an appreciation for diversity and inclusion in recruitment and retention of staff.
- Skilled in organizing resources, establishing priorities and problem-solving.
- Excellent analytical skills yet creative, with a strong focus on innovation in community development and redevelopment.
- Ability to analyze complex situations and the courage to make difficult and appropriate decisions that have a great impact on people's lives.
- Fair in approach to decision making yet firm in application of policies, rules and laws.
- Think independently and possess a "big picture" vision and strategic perspective.
- Self-starter, hardworking, with a results-driven approach to management.
- The candidate will have demonstrated ability to serve as a public champion and spokesperson for the department's efforts.

## Personal Traits

The ideal candidate for this position will possess these personal traits:

- Ethical and high moral standards
- Honest, trustworthy, open and candid
- Visionary and strategic thinker
- Creative and resourceful
- Collaborative leader and consensus-builder
- Strong communication skills
- Politically astute
- Ability to work well under pressure
- Good listener and proactive in responding to issues
- Self-confident, tactful, discrete, diplomatic
- Accessible and approachable

## Performance and Expectations

### Technical Knowledge:

Knowledge of the social and economic implications of community revitalization and thorough understanding of community development, enhancement and maintenance concepts; and ability to interpret applicable state and county policies, ordinances and regulations.

### Administrative Management:

Ability to plan, organize, direct, coordinate and administer the services and programs of the Community Enhancement Department; effectively report on milestones and the status and implementation of projects to county leadership and the public; foster cooperative working relationships with department staff, partners in county departments and external agencies and business and residential communities; develop and maintain effective record-keeping systems and procedures; organize resources, establish priorities and problem solve; display strong project management abilities; work with complex information systems and technologies; supervise and train employees, to include organizing, prioritizing and scheduling work assignments.

### Community Relations:

Excellent communication skills, including the ability to effectively listen to and communicate with the residential and business community; ability to partner and collaborate with local, state, federal entities, regional groups, non-profit organizations and various commissions/boards; ability to maintain cooperative working relationships with all who are impacted by the work coordinated through the Community Enhancement Department. A dynamic leader and presenter who builds stakeholders' confidence in the Department's mission; enlists and engages others in producing results in the community.

### Budget and Finance:

Prior experience in successfully managing large, complex budgets and other financial activities with ability to seek and obtain alternative funding sources. Manage efforts with CDBG funds worth \$1.3 million as well as Home Funds worth approximately \$389,000.

## Human Resources

Excellent interpersonal skills with ability to effectively lead department staff. Must be able to inspire and motivate employees and demonstrate fairness in dealing with staff. Must have demonstrated a commitment to teambuilding, equal employment opportunity, diversity and upward mobility of staff.

## Department Objectives

### Partnering with the Community

This Department will oversee community enhancement initiatives and revitalization activities by engaging with homeowners and business and civic groups to achieve desired outcomes. Community Enhancement will accomplish its mission by working specifically with partners to:

- Enhance service coordination by assisting communities through a fusion of effort and information
- Get ahead of problems by maintaining high community standards by taking a proactive approach to property maintenance and investment
- Promote community ownership and investment by working with community groups to achieve goals
- Leverage county resources with those of the non-profit and business communities

### Staff Development and Retention

As a new department, the Director must focus on teambuilding and professional development of staff. The new Director will also be aware of the transition of staff due to retirements over the next few years and take proactive steps to encourage transfer of knowledge through cross-training, continuing education and staff involvement in discussions to maintain continuity of department operations.

### Technology Utilization

The new Director will build efficient systems and foster process improvements and streamline operations through the use of technology, as well as enhance the collection, organization and maintenance of social, economic, governmental, regulatory and census data for use in technical studies and reports.

## Qualifications

### Education and Experience

- Bachelor's degree in urban planning or related field; master's degree is preferred.
- Minimum of 10 years of progressively responsible professional redevelopment planning experience, which should include experience working with community engagement, master planning and site plan review; Experience should also include five years in a senior management capacity in a comparably sized or larger community with similar "aging" challenges or equivalent combination of training and experience.
- Certification through the American Institute of Certified Planners (AICP) is a plus.
- Ideal candidate will have strong leadership skills with extensive urban planning and revitalization knowledge.

## Compensation and Benefits

Salary for the position is negotiable, based on qualifications and experience. The successful candidate will have access to a comprehensive benefits package to include:

- Virginia Retirement System
- Executive Leave Benefit
- Paid Holidays
- Professional Development Opportunities
- Tuition Assistance Program
- Employee Assistance Program
- Deferred Compensation
- Health and Dental Insurance
- Paid Time Off Benefit
- Group Life Insurance
- Short-Term and Long-Term Disability
- Long-Term Care Insurance
- Flexible Spending Accounts

## Application Process

Interested applicants should submit a confidential resume with cover letter and must include salary requirements to:

**Mary Martin Selby, Director of Human Resources**  
**Chesterfield County Human Resources**  
**P.O. Box 40**  
**Chesterfield, VA 23832**  
**(804) 748-1551**

**Electronic responses are preferred and should be directed to**  
**[executivesearch@chesterfield.gov](mailto:executivesearch@chesterfield.gov)**

Position is opened until filled with first review of resumes beginning Monday, June 4th.

Previous applicants will remain under full consideration so a new resume submission is not required.

An extensive background check and pre-employment drug test are required.

An Equal Opportunity Employer Committed to Workforce Diversity

### Opportunity to:

- Work for a nationally respected and award winning local government that values both team-work and individual contribution
- Become part of an outstanding and highly stable team of elected and appointed officials
- Lead a team of dedicated personnel consisting of experienced professionals
- Live and work in an exceptional community



## For More Information

Visit [www.chesterfield.gov](http://www.chesterfield.gov)  
[www.chesterfield.gov/compplan/](http://www.chesterfield.gov/compplan/)  
[www.chesterfield.gov/cotfreport/](http://www.chesterfield.gov/cotfreport/)